

August 1, 2019

Dear Chancellors,

As you know, the Board has authorized me to reduce expenses immediately through administrative consolidation, develop a revised organizational structure for the University of Alaska, and implement steps toward increasing the share of UA resources devoted to academics and student services. I know you appreciate that the very survival of the University of Alaska depends on the success of this enormous and challenging undertaking.

As a result, I am writing to provide you with my expectations and direction regarding implementation of the following steps authorized by the Board:

- Immediately reduce administrative costs through consolidation and standardization of processes in back office functional areas;

- Prepare a strategy to combine duplicative academic colleges and schools, consolidate research institutes, and enhance integration of community campuses, for review and approval by the Board;

- Prepare a plan for Board approval to transition to a single institutional accreditation;

- Consult with student, faculty, and staff governance groups.

After consideration of its options, the Board has now taken definitive action and ended debate for officers and senior administrators of the university. As officers of the University, I know you will unequivocally support the Board's decision and all efforts toward implementation.

As we move forward, I welcome your best constructive thinking, input, and assistance. We will continue our weekly Executive Council meetings and there will be additional opportunities for you to provide input into our planning process. However, given the Board's direction as well as time and resource constraints, we must disregard unit boundaries. Direct engagement among provosts, vice chancellors, deans, directors, governance, and other personnel at the three universities and statewide staff will be essential and expected.

If you are unable to support the Board's decision or implementation efforts, or cannot commit to our approach or these expectations, please advise me in writing immediately so that we may arrange for a smooth transition.

Thank you,  
Jim